Government of Saskatchewan

Annual Report 1985-86

Saskatchewan Public Service Commission

Saskatchewan
Public Service Commission

Our Mission

To represent the public interest by providing professional Human Resource Services in an effective and ethical manner.

Our Goals

We believe employees want to serve the people of Saskatchewan to the best of their abilities and that their full potential can be achieved if our services:

- Ensure that appointment is based on merit.
- Offer opportunities for employees to develop their knowledge and skills.
- Promote a participative work environment that will enhance employee performance and development.
- Ensure that employees receive recognition based on performance.
- Demonstrate leadership and innovation in improving human resource management.
- Provide fair treatment and equal opportunity for all individuals.
- Anticipate and meet service requirements in a timely, responsive and cost-effective manner.
- Respond to changing employee needs and government priorities.

Leadership and Service

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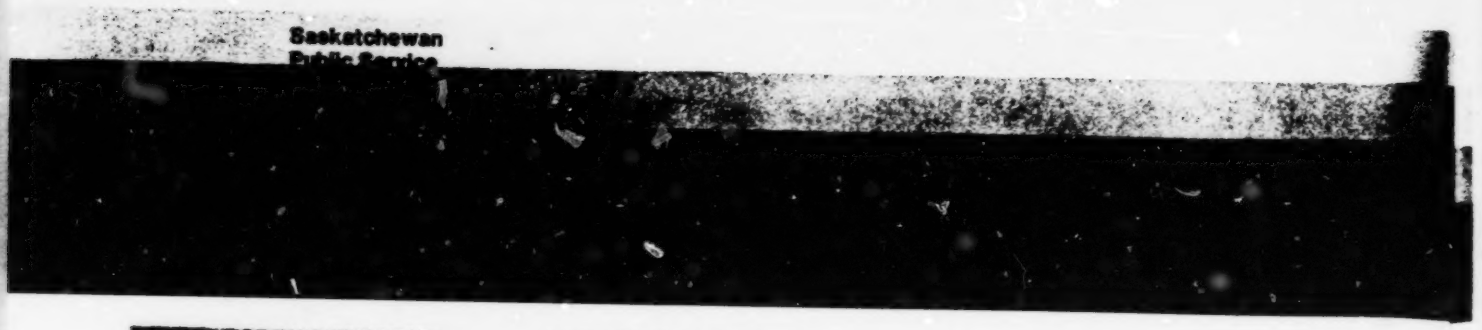
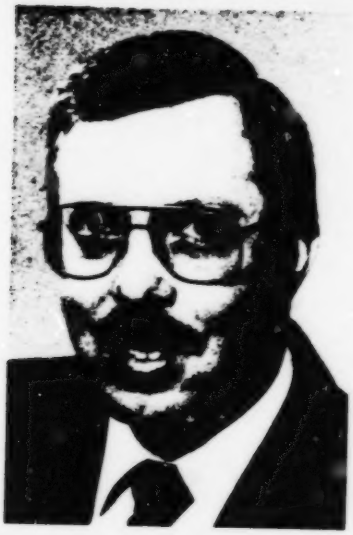




Lorne H. Hepworth
Minister

January 27, 1987

The Honourable F. W. Johnson
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Dear Sir:

In accordance with Subsection Two of Section Six of *The Public Service Act*, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1986.

Respectfully submitted,

L. H. Hepworth

Lorne H. Hepworth
Minister Responsible for the
Saskatchewan Public Service Commission

Letters of Transmittal

James L. Armstrong
Chairman

January 27, 1987

The Honourable Lorne H. Hepworth
Minister Responsible for the
Saskatchewan Public Service Commission
Legislative Building
Regina, Saskatchewan

Dear Sir:

It gives me pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1986.

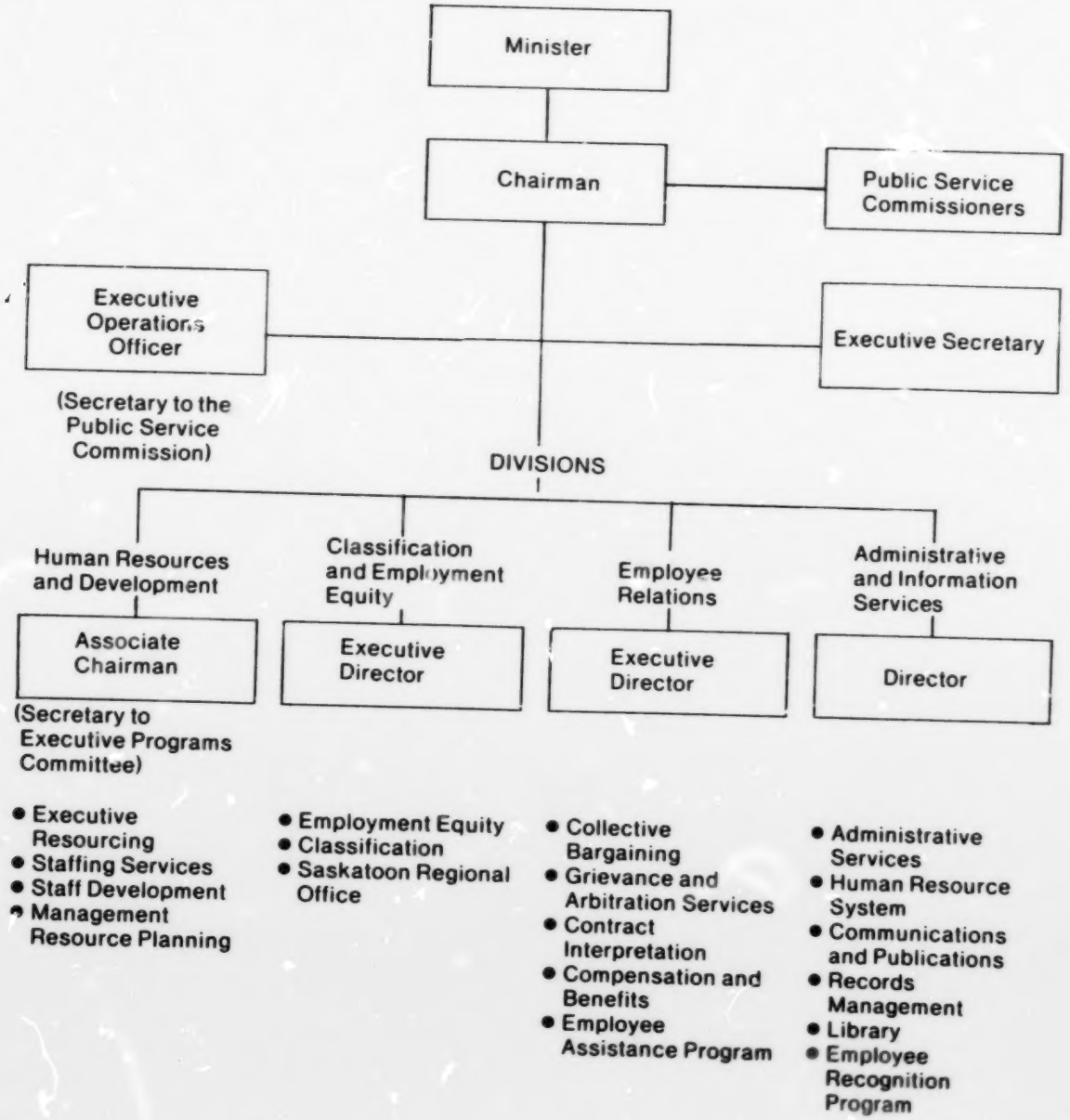
May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

Jim Armstrong

James L. Armstrong
Chairman
Saskatchewan Public Service Commission

Executive Structure



Introduction

The Saskatchewan Public Service Commission operates under authority of *The Public Service Act*, serving as the central personnel agency for the Saskatchewan public service.

The Commission performs a number of services and regulatory functions. The principal functions are:

- Recruitment and assessment of candidates.
- Classification of positions.
- Development and administration of classification and compensation plans.
- Negotiation and administration of collective bargaining agreements.
- Provision of advice on human resource matters to departments and agencies in the public service.
- Staff development.
- Provision of employee recognition programs.
- Maintenance and provision of human resource information regarding public service employees.
- Development of human resource policies and procedures within the public service.

The Commission itself comprises five individuals. The Chairman of the Commission also serves as chief executive officer of the government's central personnel agency. This position is a full-time appointment. The other Commission members, appointed on a part-time basis, include Isabelle Butters (C.M., General Manager of the Weyburn Co-operative and former Mayor of Weyburn); William Fyles (former Chairman and Secretary of the Public Service Commission); Harold Hoffman (President of the Service Employees' International Union [SEIU] Local 333, President

From left to right: William Fyles, Isabelle Butters, James L. Armstrong and Harold Hoffman. Not pictured: Roland Muir.

of the SEIU Prairie Regional Council and Vice-President of the Canadian Central and Western Conference of the SEIU); and Roland Muir (Director of Research Services, University of Saskatchewan).

The five Commissioners represent the public interest in the ongoing process of improving human resource administration within the Saskatchewan public service.

During the year under review, the Commission met ten times and heard eight out-of-scope classification appeals. The Commission also acted upon two dismissal appeals.

The Public Service Commission (PSC) is structured into four Divisions and maintains a Saskatoon Regional Office to serve the needs of all government departments and their employees.

In 1985-86, the **HUMAN RESOURCES AND DEVELOPMENT DIVISION** was comprised of **Executive Resourcing**, the **Staffing Services Branch** and the **Staff Development Branch**.

During 1985-86, **Executive Resourcing** successfully completed forty-one competitions. Since its inception in the Fall of 1984, the Branch has staffed 77 per cent of senior public service positions with Saskatchewan residents. Sixty-five per cent of successful candidates were already employed within the Government of Saskatchewan.

The **Staffing Services Branch** introduced a new tabloid paper to advertise vacancies, entitled *Careers Saskatchewan*. As a result, circulation was increased by 40 per cent at no additional cost. During the year under review, the Branch established 1,312 competitions, processed 6,990 applications and completed 299 out-of-scope competitions within an average time frame of 80 days per competition, an improvement of 33 percent.

The **Staff Development Branch** conducted over 66 special seminars for 1,415 managers and professionals to introduce the new Performance Review and Performance Pay Policies for out-of-scope employees. The Branch also piloted a series of eight new skill development seminars for Middle Management and Professional employees. An independent survey of the programs, seminars and services offered by the Staff Development Branch, determined that over 80 per cent of the participants and their supervisors evaluated the seminars and programs "good" or "excellent".

The **Employment Equity Branch** developed and published *A Sense of Balance*, a policy which encourages equality in all government communications. The Branch continued work on an Employment Equity Plan for the public service and co-sponsored two major conferences: "Getting There and Beyond: Women in Management" and "Moving Ahead: Technical Devices for Work and Education." In the course of the year, the Branch delivered 32 workshops to government employees on "Equality in Employment" and continued to provide career counselling services to Native peoples, persons with physical disabilities and women.

The **Classification Branch** implemented a new Management and Professional Classification and Compensation System for out-of-scope employees during 1985-86. The Branch also commenced work on a new classification and compensation plan for the management support group of public service employees. Operationally, the Branch processed 651 out-of-scope classification requests and resolved 68 appeals.

The **Saskatoon Regional Office** continued to provide services to residents in northern and central Saskatchewan.

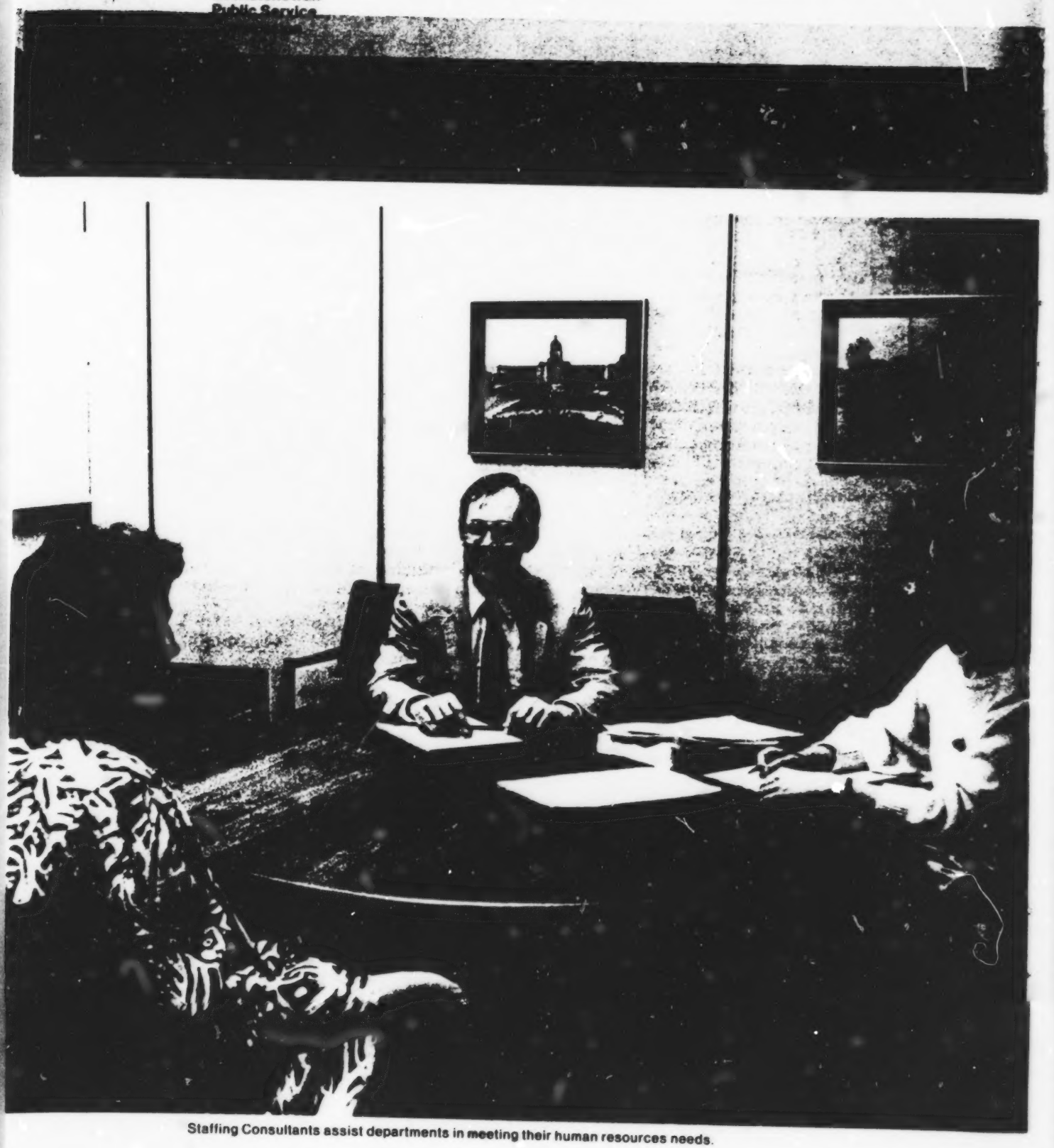
The **EMPLOYEE RELATIONS DIVISION** is comprised of the **Employee Relations Branch** and the **Compensation Branch**. During the year under review, collective agreements were concluded with both the Saskatchewan Government Employees Union (SGEU) and the Canadian Union of Public Employees (CUPE)

Local 600. The Division was also responsible for delivering the Employee Assistance Program and conducted 51 consultations during 1985-86.

During the year under review, the **ADMINISTRATIVE AND INFORMATION SERVICES DIVISION** completed development work on the first phase of a new Human Resource System (HRS). HRS will replace the Personnel Data System and the existing payroll system operated by the Department of Revenue and Financial Services. The Division successfully carried out a four-month pilot test of the personnel portion of the new system at the Department of Revenue and Financial Services and has proceeded to implement HRS in other government departments.

The Division also published six editions of the *Public Service POST*, a service-wide employee newsletter and maintained the collection of books, magazines and government documents available in the Commission's Library. The Division co-ordinated the Commission's various printing and publication activities and continued to publish the *Human Resource Bulletin*, a monthly capsule update of personnel-related developments. The Division hosted five Long Service Recognition Banquets, in addition to administering the Retirement Program.

For detailed reports on the Public Service Commission's activities and accomplishments during the year under review, please refer to the appropriate sections in this report.



Staffing Consultants assist departments in meeting their human resources needs.

Executive Resourcing

Mandate

- Assist the Government in meeting human resource needs at executive levels.
- Identify senior-level individuals best qualified to serve the people of Saskatchewan.
- Co-ordinate management resource planning activities, including career development opportunities for senior managers.

Activities

Executive Resourcing carried out the following activities: **executive recruitment and selection; development of management systems** related to redeployment of resources; maintenance of an **information base on managers** to assist human resource planning studies; and **co-ordination of career development programs** for senior managers, including job rotation and career assignments.

During the year under review, Executive Resourcing was actively involved in **fifty executive staffing activities**, resulting in the successful completion of forty-one competitions. Executive Resourcing designed the **new performance review summary document** now being used in support of the new performance based pay system and assisted in the development of the Government's performance pay policies.

A study of almost 2,000 managers in the Government was carried out which indicated the need for additional career development options. Efforts to design positive, clear alternatives were initiated during the fiscal year.

Forecast

A high priority for the next fiscal year will be to finalize the new **Job Rotation and Career Assignment** policies. Executive Resourcing will encourage the use of these career development options for senior managers and women seeking additional senior career experience.

In addition, Executive Resourcing will develop and maintain an up-to-date computerized information base on senior managers to provide better service in executive staffing and human resource planning.

Staffing Services Branch

Mandate

- Assist the government in meeting its human resource needs by identifying those candidates best able to serve the people of Saskatchewan.
- Provide responsive and professional recruitment and staffing services to management and professional positions within the Saskatchewan public service.
- Ensure candidate selections are based on merit.

Activities

The Branch is responsible for the **recruitment and selection** of candidates for all permanent management and professional positions within the public service, excluding senior management positions. A total of 299 out-of-scope competitions were completed by the Staffing Services Branch (Regina and Saskatoon) during 1985-86. Applications processed totalled 6,990.

In addition, the Staffing Services Branch is responsible for **advertising** all permanent positions within the public service. This past year *Careers Saskatchewan* was introduced in a new tabloid format. Circulation increased by 40 percent, without a corresponding increase in cost. A total of 1,312 competitions were advertised over the past fiscal year.

The average time for completing a competition was reduced to 80 days in 1985-86, from an average 120 days in the previous year.

Forecast

For the fiscal year 86-87, the Staffing Services Branch plans to further improve staffing services by reducing the time for completing a competition to 60 days. An information package will be developed to familiarize department managers with the staffing process, including a checklist of staffing steps, and an evaluation form to provide feedback on the services provided by the Branch.

New approaches will be developed to respond to the redeployment needs of out-of-scope employees in an effective and sensitive manner. A career inventory will further assist in identifying candidates for management and professional positions. As well, an inventory of superior clerical candidates will be developed and used in staffing out-of-scope clerical positions.

Advertising (In- and Out-of-Scope)		
Competitions Advertised		1,312
In-Province	1,240	
Out-of-Province	133	
Positions Affected		1,401

Staffing Services Branch — Regina (Out-of-Scope)	
Competitions Established	292
Applications Received	6,085
Interview Panels Held	201
Competitions Completed	261

Staffing Services Branch — Saskatoon (Out-of-Scope)	
Competitions Established	54
Applications Received	905
Interview Panels Held	38
Competitions Completed	38

Staff Development Branch

Mandate

- Improve the effectiveness of Saskatchewan public service employees by strengthening their skills, knowledge and commitment.
- Provide integrated, flexible, current and effective staff development programs by monitoring and responding to the changing developmental needs of employees.
- Provide consulting and organizational development services to assist departments in developing and maintaining effective work teams.

Activities

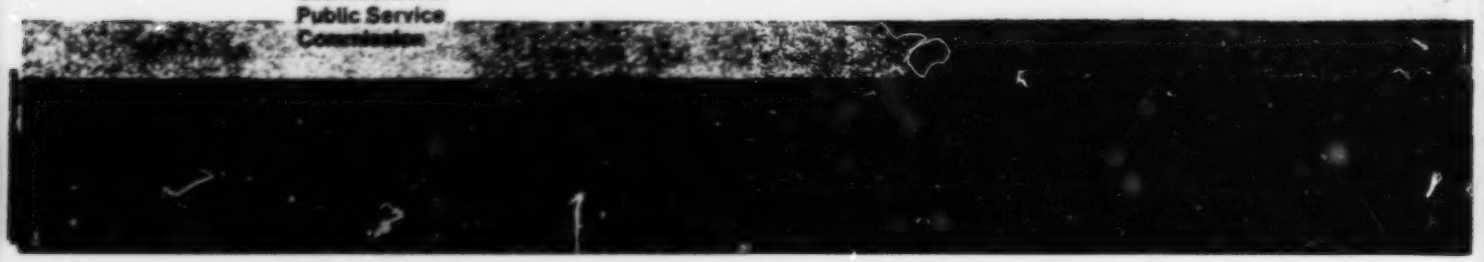
With the implementation of the **Performance Review and Performance Pay Policies** in September 1985, a formal performance review process was introduced for out-of-scope employees. This process strengthens and supports the development of an open, participative management style and provides the link between an individual's performance and merit-based pay adjustments. Special seminars introducing the new process were provided to 1,415 management and professional employees during the last six months of the fiscal year.

The **Managing Human Performance (MHP) Program** was used by several government departments and agencies to provide supervisors with indepth skill-building in work planning, coaching and performance review. Delivered in conjunction with trained facilitators from user departments, 350 employees and 34 facilitators were trained during the fiscal year.

A series of **Senior Management Development Opportunities** was provided for senior managers to maintain the corporate standards of excellence. Three new initiatives were introduced: a series of Senior Management Modules designed to develop and enhance key competencies required in senior management positions; seminars which dealt with a variety of topics to increase participants' understanding of the Saskatchewan Government and to sharpen their vision for the future; and an Executive Orientation Briefing Manual which provides information on government organization and processes for new Deputy Ministers and senior managers.

The **Senior Management Development Program** is intended for middle management employees who have demonstrated capacity for advancement to the senior management level. It is a specialized program designed to broaden the skills and knowledge of participants relative to the responsibilities of senior managers in the public service. This year, 10 participants graduated from the program, and 18 were admitted.

The **Executive Assessment Centres** are a series of simulated exercises which assist senior management in identifying their strengths and weaknesses in 11 different managerial skills. The information is used in planning individual development programs.



To meet the development needs of **Middle Management and Professional** employees, the Staff Development Branch developed and piloted a series of eight new skill development seminars on planning, financial management, human resource management, communications, marketing, use of computers and public sector management.

The Staff Development Branch introduced a **New Ideas Program** offering seminars with international resource persons to assist senior executives and managers in exploring current issues and new ideas in public administration. Over 200 managers and professionals attended the first event in this series, "A Day with Dr. Kenneth Blanchard."

As a new service, the Staff Development Branch introduced a **Consulting Services Program** to assist departments in identifying training needs to design customized training programs and to develop employee teams. Services were provided to Parks and Renewable Resources, Co-operation and Co-operative Development, Health, Tourism and Small Business, the Ombudsman, Finance and Legislative Council.

The **Employee Orientation Program** outlines to new employees the importance of the government and its employees to the people of Saskatchewan. During 1985-86, 425 employees attended the 31 orientation sessions held in Regina, Saskatoon, Prince Albert, Moose Jaw, North Battleford and Swift Current.

Following a development needs survey, the Branch's **Seminar Calendar** was distributed throughout the public service. The Branch offered 220 seminars which were attended by 4,076 participants. A survey of 500 participants and their supervisors found that over 80 percent of them evaluated the seminars and programs offered "good" or "excellent".

The Administrative Development Program offers employees in certain clerical classifications the opportunity to obtain university education to improve their qualifications for entry level professional positions in the public service. Ten new participants were admitted to the program, and thirteen participants will graduate by the summer of 1986.

The Education Leave Program provides employees with a leave of absence to further their education at a recognized institution. This program requires that the objectives of applicants be consistent with the needs of their department. Approval was given for 48 applications for education leave and 204 for tuition reimbursement.

Forecast

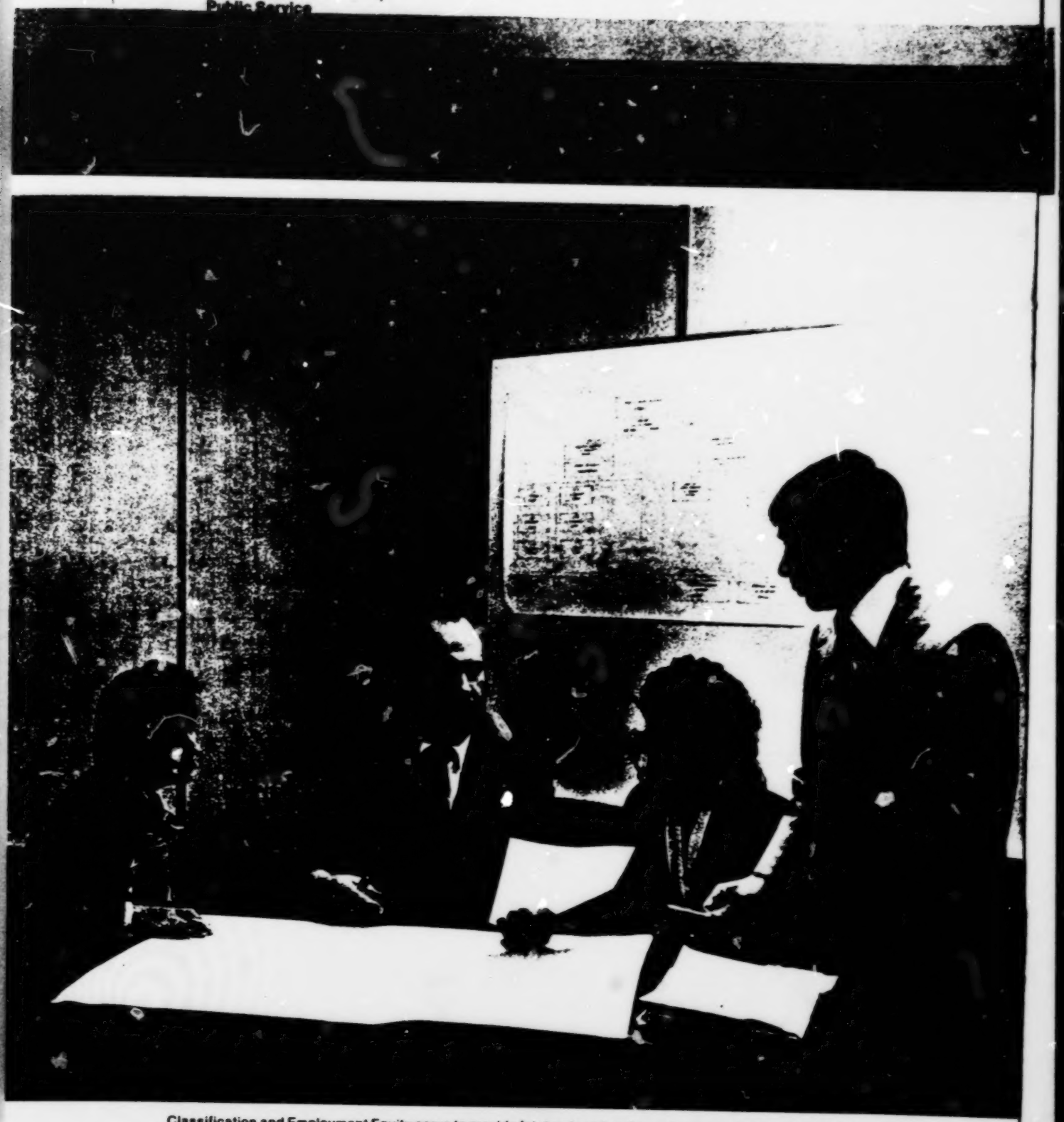
The Staff Development Branch will monitor the initial implementation of the performance review process. To further support a participative, results-oriented management style, the Branch will develop an integrated series of management skills development programs and consultative services.

Ten Senior Management Self-Instructional Kits, corresponding to the skills measured in the Assessment Centre are being developed. Managers will be able to work at their own pace to develop skills in a particular area.

A committee will review the Education Leave and Tuition Reimbursement Policies to determine their accessibility and flexibility.

A review of programs for support staff will be conducted to address the developmental needs of this group of employees.

Staff Development offers opportunities for employees to develop their knowledge and skills.



Classification and Employment Equity serve to provide fair treatment and equal opportunity for all individuals.

Classification Branch

Mandate

- Classify all out-of-scope positions in the Saskatchewan public service.
- Develop and implement classification systems to anticipate and meet the needs of changing programs and organizations.
- Simplify the administration of classification systems by reducing the number of job classifications.
- Represent the Public Service Commission at classification appeal hearings.

Activities

The new **Management and Professional Classification and Compensation Plan** was implemented on September 1, 1985, affecting approximately 2,300 positions. The system consists of 12 classification levels and two major categories: Management and Professional. New policies and regulations were developed for the system.

An Appeals Review Process was established to resolve appeals following implementation.

A review of approximately 250 out-of-scope management support positions was commenced. Interviews were conducted for all positions and work began on new job evaluation standards.

The number of classification requests varies according to the extent of change in program responsibilities in departments. During 1985-86, requests for classification action handled by the Public Service Commission decreased from the 1984-85 fiscal year, due to the decentralization of in-scope classification to the departmental Human Resource Branches.

Agreement was reached in February, 1986, with the SGEU for four additional chairpersons to hear in-scope classification appeals. Agreement was also reached on a streamlined approach to the appeal process.

Forecast

The appeals review process of the Management and Professional Classification System will be completed by the Fall of 1986.

The new chairpersons for the in-scope appeal process will be trained and scheduling of appeals will be accelerated using a new streamlined approach.

The new Management Support Group Classification and Compensation System will be completed and ready for implementation in the Fall of 1986.

The Branch will continue to review and improve in-scope classification systems.

A computer information system will be developed to monitor and track all classification transactions.

Employment Equity Branch

Mandate

- Encourage and develop employment equity programming in government.
- Facilitate the hiring of target group members in the Saskatchewan public service, specifically Native people, individuals with physical disabilities and women interested in management and non-traditional positions.

Activities

During 1985-86, the Branch worked on the development of an **Employment Equity Plan** to create equal employment opportunities within the public service; to develop greater participation of Native peoples and people with physical disabilities throughout the workplace; and to increase the participation of women in "non-traditional" areas such as management, the trades and technical fields. The Plan is being developed by joint union-management committees.

Several participants in the **Management Training Program** were able to develop new skills through work experiences. This aspect of the Program was a pilot project to provide practical training in addition to workshops and courses.

A new policy, entitled *A Sense of Balance — Equality in Government Communications*, was developed and adopted. The Policy is aimed at encouraging positive presentations of women, Native people and individuals with disabilities in all government communications.

The Branch co-sponsored a **three-day conference** entitled **"Getting There and Beyond : Women in Management"**, for 180 women in government to encourage development of new skills, meet one another and formulate recommendations to increase women's representation in public service management.

The Branch co-sponsored a **symposium, "Moving Ahead : Technical Devices for Work and Education"**, for 150 representatives of the provincial and federal governments, as well as private sector employees, to demonstrate the latest technical devices which enable people with physical disabilities to achieve success in work and in education.

Thirty-two **workshops** on **"Equality in Employment"** were delivered to government employees as well as to community agencies and schools.

The Branch provided **career counselling** services to 918 Native people, individuals with physical disabilities and women.

Appointment Statistics	1985-86
Native People	67
People with Physical Disabilities	16
Women:	
Management	24
Non-Traditional	110
Total	217

Forecast

Work will continue on the development of a formal employment equity action plan.

New participants will be selected to enter the Management Training Program.

The Career Access Program will provide qualified employment equity candidates with access to public service employment through training-on-the-job appointments.

Saskatoon Regional Office

Mandate

- Provide professional personnel management advice and information to government departments and the public throughout central and northern Saskatchewan.
- Conduct recruitment and classification programs.
- Deliver the employment equity program.
- Conduct grievance investigations and consultations.

Activities

The Saskatoon Regional Office delivered **recruitment and classification services** to centres in northern and central Saskatchewan, ensuring cost effective and timely completion of position audits and selection interviews. A number of major initiatives such as recruiting for the Northern Institute of Technology in Prince Albert and for the Young Offenders' Program were undertaken.

Employment counselling and information were made available to women interested in non-traditional occupations, Native peoples, and persons with disabilities. The Office provided resources and educational material for several workshops related to **employment equity**.

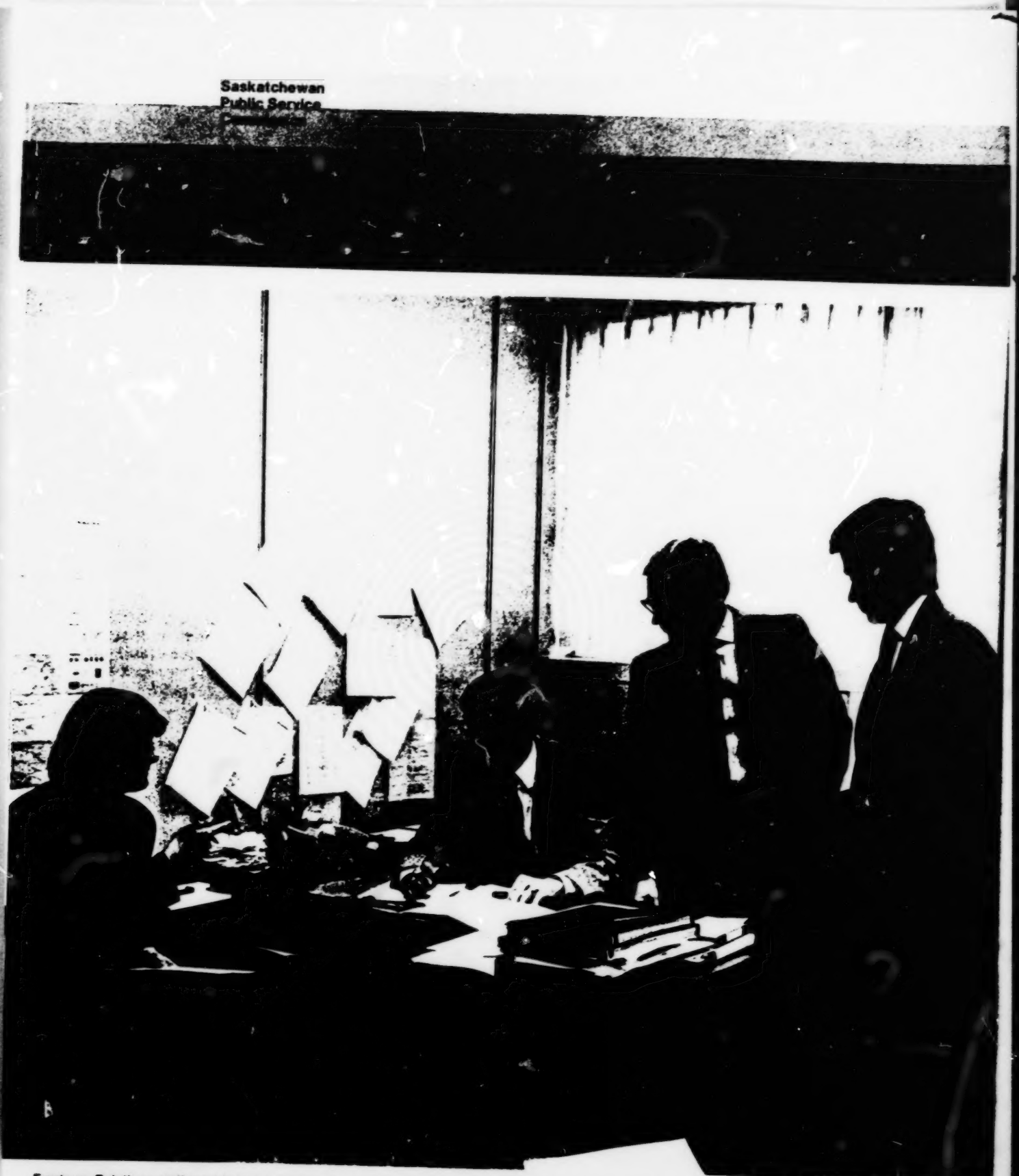
The Office supplied **contract and policy interpretations** to representatives of bargaining agents in Saskatoon and Prince Albert. Grievance consultations and services under the Employee Assistance Program were also provided.

Individual career counselling sessions for employees and the general public were conducted throughout the region. The Office played a major role in explaining public service human resource policies to personnel professionals and the public.

Forecast

The Office will continue to make government personnel programs more accessible to employees and residents of regional centres. Improved program delivery through faster response time and more efficient co-ordination of travel will be put into effect.

The generalist model will be expanded to offer additional services, such as staff development, to clients throughout the areas.



Employee Relations staff provide training and advisory services to departments on contract interpretation, grievance handling and arbitration matters.

Employee Relations Division

Mandate

- Conduct contract negotiations on behalf of the Government of Saskatchewan as employer with those bargaining agents certified to represent employees.
- Provide training and advisory services to departments on contract interpretation, administration, grievance handling and arbitration matters.
- Maintain and develop effective programs to improve and enhance employee/employer relations throughout the Public Service.
- Conduct pay data and compensation research on behalf of the Commission and in support of collective bargaining activities.

Activities

Collective agreements were concluded with both the **Saskatchewan Government Employees Union (SGEU)** and the **Canadian Union of Public Employees (CUPE) Local 600**. Both agreements contain a letter of understanding on a new Employee Retraining and Redeployment Program which provides a wider range of opportunities for employees affected by organizational, program or technological change.

The new agreement with CUPE Local 600 also contains a letter of understanding which provides for the development of a variable work hours plan through interim negotiations.

During 1985-86, the Employee Relations Branch was requested to provide assistance in collective bargaining and advice on labour relations matters to Saskatchewan Community Colleges, Saskatchewan Forest Products Corporation, Saskatchewan Crop Insurance Corporation, Legal Aid Commission, Human Rights Commission, South Saskatchewan River Irrigation District and Saskatchewan Centre of the Arts.

During the year, the **Employee Assistance Program** received 93 management and employee initiated referrals and conducted a total of 51 consultations.

The Employee Relations Branch received 165 new grievances during the year and resolved a total of 212 grievances.

The **Compensation Branch** was extensively involved in the implementation of the Management and Professional Classification and Compensation Plan for out-of-scope employees. The Branch was responsible for the development of policies, regulations and administrative systems related to the compensation aspect of the plan.

The Compensation Branch also provided bargaining support for negotiations with the SGEU and CUPE Local 600. In addition, the Branch responded to more than 50 survey requests from other employers seeking information on various compensation, benefit and working condition issues.

Forecast

Collective Bargaining

Priority will be given to concluding contract negotiations with the SGEU.

The Division will also continue to provide advice and assistance to provincial agencies with respect to collective bargaining.

Employee Relations

The new variable work hours policy for out-of-scope employees will be implemented.

The Division will continue to develop initiatives to reduce the number of grievances directed to the Employee Relations Branch.

Proposals for implementation of an Occupational Health and Safety Program within the Public Service will be developed.

Division staff will continue to provide training programs for departmental staff in the areas of contract administration, grievance and arbitration handling.

Compensation

The Division will take an active part in the development and implementation of classification and compensation systems for out-of-scope management support employees.

A review of present policy and recommendations and new proposals for management compensation will also be undertaken in the upcoming year.

Pay data research and compensation surveys in support of collective bargaining activities will be conducted.

Unclassified and Excluded Services

In accordance with the provisions of Section 46(2) of the Public Service Act, following is a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act during the 1985-86 fiscal year.

Department	Class
Advanced Education and Manpower	Assistant Deputy Minister
Agriculture	Media Relations Officer Research Assistant
Energy and Mines	Special Projects Officer
Executive Council	Clerk Typist 2
Finance	Administrative Analyst 4 Assistant Deputy Minister
Health	Provincial Epidemiologist and Director Communicable Disease Control Construction Consultant Assistant Director of Nursing Communications Liaison Officer Clerk Stenographer 4
Indian and Native Affairs	Clerk Stenographer 4
Justice	Crown Solicitor 1 (5) Crown Solicitor 3 (2) Executive Director, Management Services Librarian 2 Clerk Stenographer 3
Northern Affairs	Northern Co-ordinating Field Worker
Revenue and Financial Services	Financial Management Analyst 4
Saskatchewan Alcohol and Drug Abuse Commission	Director Regional Services (South)
Supply and Services	Associate Deputy Minister

Administrative and Information Services

Mandate

- Provide administrative support to all Divisions and Branches within the PSC.
- Provide human resource information services to all departments/agencies within government.
- Co-ordinate various communications-related functions, both internal and external to the Commission.

Activities

During the year under review, the Division provided **internal administrative support services**, such as accounting, co-ordination and acquisition of accommodation, telephones, supplies, furniture, systems, mail, co-ordination of budget preparation, co-ordination of expenditure processing and control, personnel administration and record-keeping, and centralized word processing.

A key activity of the Division was the maintenance and control of **human resource information** regarding Saskatchewan public service employees through the operation of a manual records management system and a computer-based Personnel Data System (PDS).

The Division's information centre maintained the Commission's **salary survey and bargaining support systems** for compensation research purposes.

In co-operation with the Department of Revenue and Financial Service, the Division completed development work on the first phase of a **new Human Resource System (HRS)**. HRS will replace the present Personnel Data System and the existing payroll system operated by the Comptroller's Division. A successful four-month pilot test of the personnel portion of HRS began in November 1985 at the Department of Revenue and Financial Services. The implementation for the balance of government departments started in March 1986 at the Department of Supply and Services.

Six editions of the *PS POST*, a service-wide employee newsletter, were published in 1985-86, as well as the *Human Resource Bulletin*, a monthly capsule update of personnel-related developments.

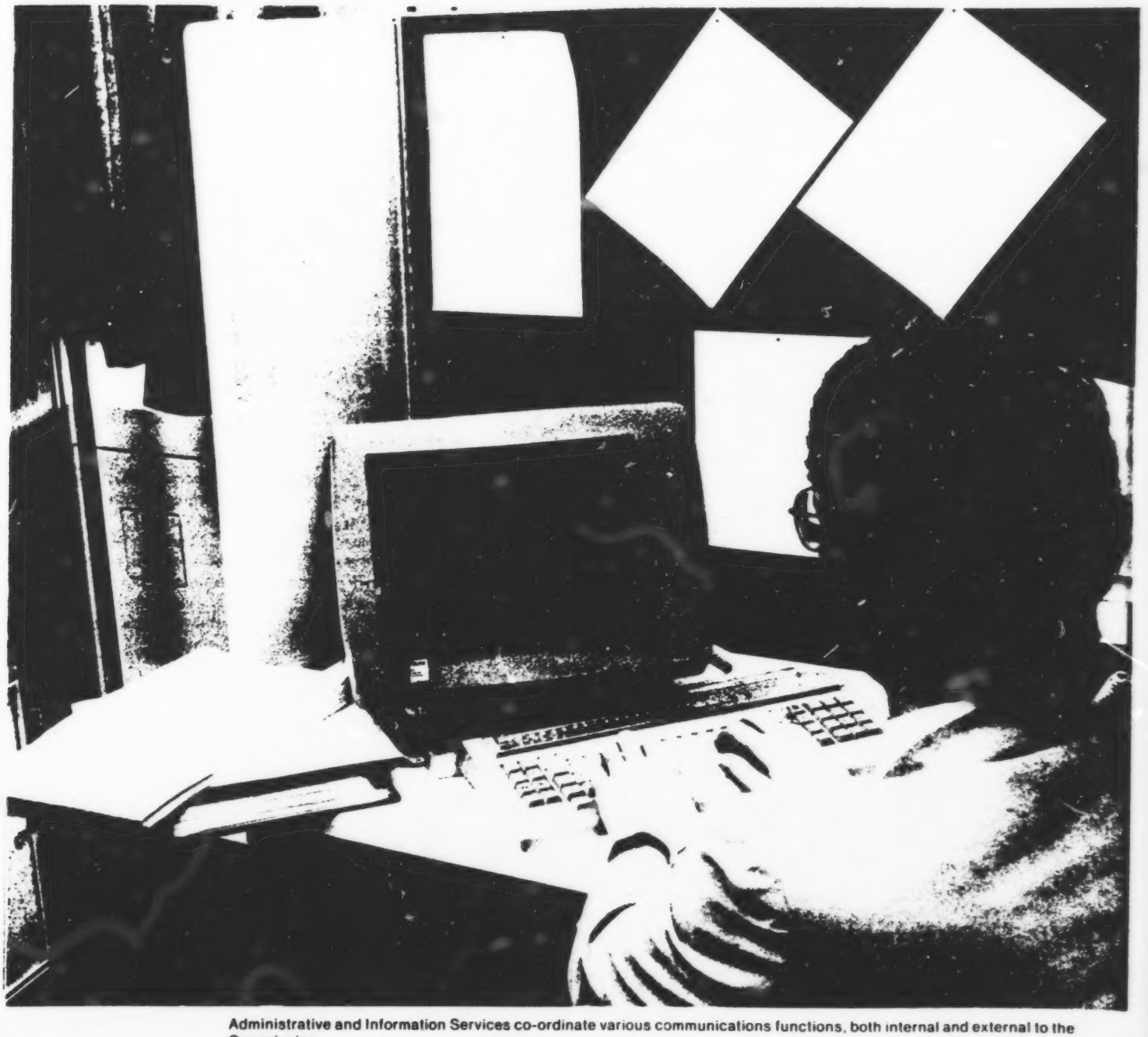
The Division also maintained the collection of books, magazines and government documents available in the **PSC Library** and continued to provide readership services.

The Division co-ordinated and conducted five **Long Service Recognition Banquets**, one each in North Battleford, Prince Albert and Saskatoon and two in Regina, at which the Commission honoured **107 employees** who had achieved **25 years of service, 46 employees** who had achieved **35 years of service** and **10 employees** who had achieved **40 years of service**.

In addition, **90 retiring employees** were honoured through the **Retirement Program** and **825 employees** who had achieved **10 years of service** were recognized during 1985-86.

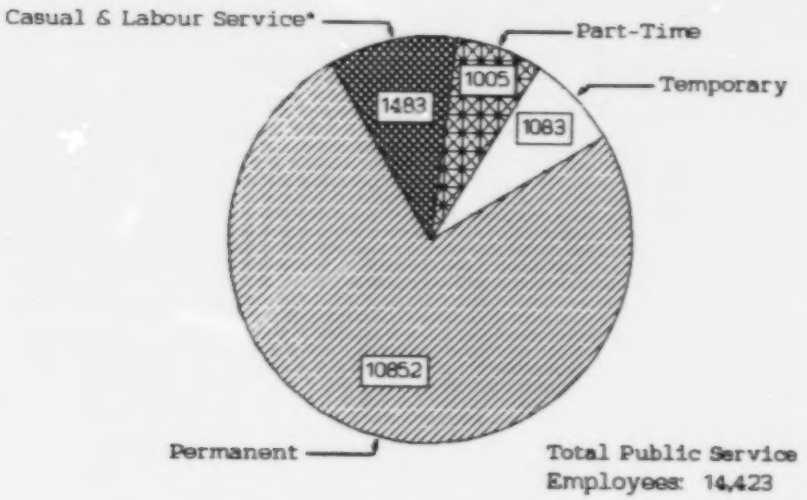
Forecast

A major activity of the Division over the next year will be the implementation of Phase 1 of the new Human Resource System (HRS). HRS will be implemented in departmental Human Resource Offices and payroll units during 1986. Development work on Phase 2 of HRS will also commence in 1986.



Administrative and Information Services co-ordinate various communications functions, both internal and external to the Commission.

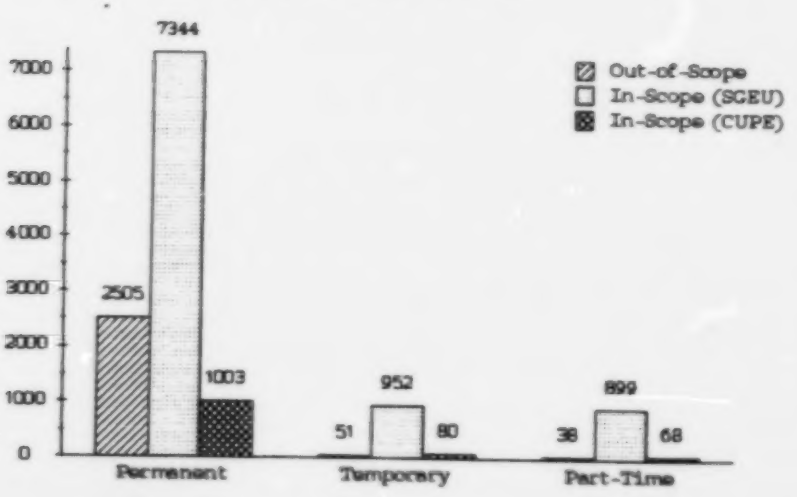
Public Service Employees as of March 31, 1986



* Estimated based on Bureau of Statistics, February 1986

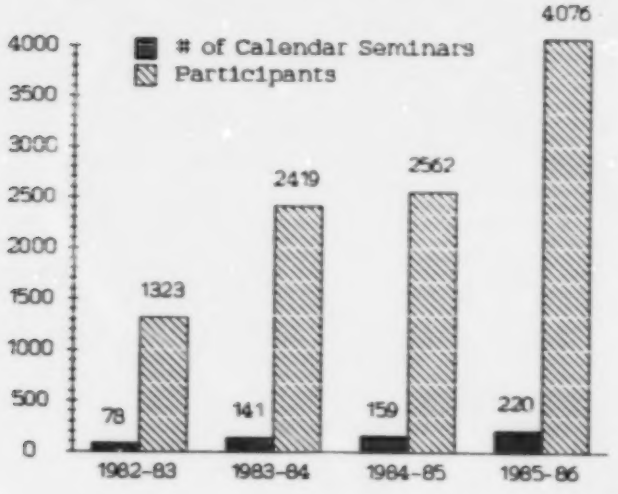
Scope of Permanent, Part-time and Temporary Positions

(as at March 31, 1986)



Staff Development in the Public Service

(1982-1986)

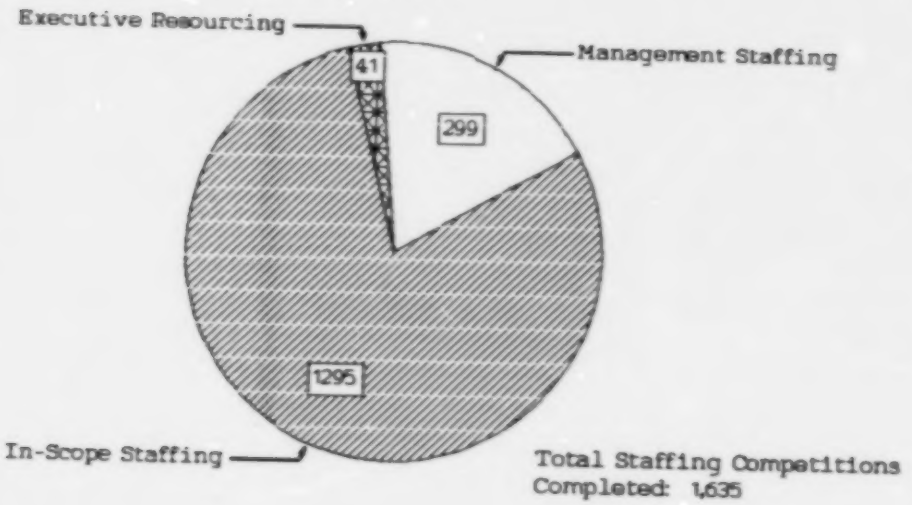


Education Leave and Tuition Reimbursement

	Education Leave	Tuition Reimbursement
Requests Approved	48	204
Amount	$597,415	$44,940

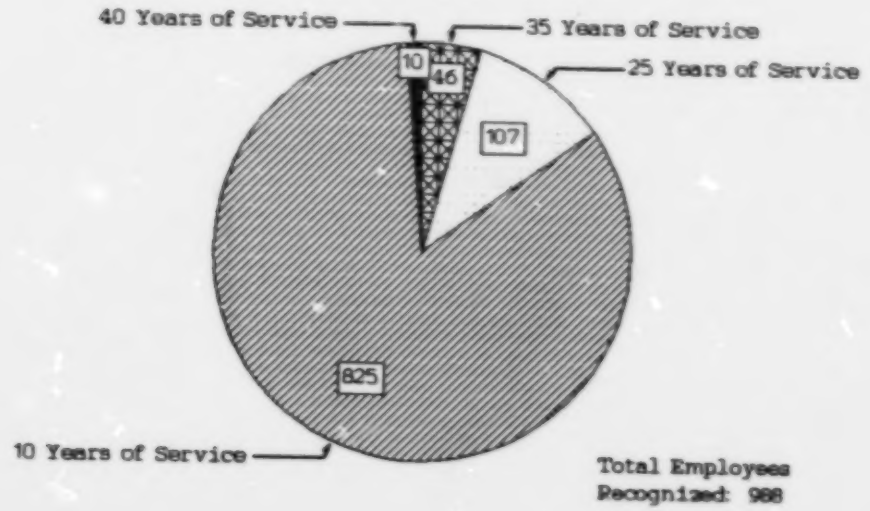
Staffing Competitions Completed

(1985-86)



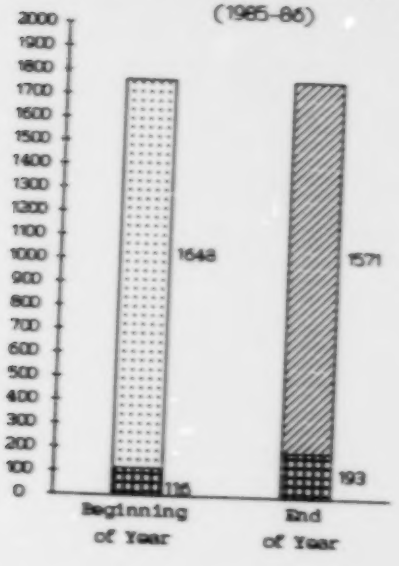
Long Service Employee Recognition Program

(1985-86)



Classification Activity (In-Scope and Out-of-Scope)

(1985-86)



Employee Attrition
(1985-86)

Excluding Labour Service and Non-Permanent Employees

	Number of Turnovers	% of Average Workforce
SGEU	263	3.6
CUPE	71	7.2
Out-of-Scope	75	3.1
Totals	**409**	**3.8**

Grievances

(1985-86)